



WARRNAMBOOL
CITY COUNCIL

Council Plan 2021-2025

A thriving city at the heart of coast and country



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The Local Government Act stipulates that Council must prepare a Council Plan which will include the strategic objectives of the council and strategies for achieving those objectives for the next four years as well as indicators for monitoring the achievement of the objectives.

The Council Plan is supported by the Strategic Resource Plan, which includes the financial and non-financial resources required to achieve the Council Plan.





Acknowledgement of Traditional Owners

Warrnambool City Council acknowledges the Traditional Owners of this Country and pays respects to their Elders past, present and emerging.



Our Vision

A thriving city at the heart of coast and country.

Warrnambool is the bright beacon at the western edge of the Great Ocean Road.

Within the Warrnambool municipality are beautiful beaches, parks, buildings and pathways. The city of Warrnambool is the South West's professional, commercial, retail, education, sporting and health capital and our attractive townships of Allansford, Bushfield and Woodford enhance our liveability.

Our Councillors

Warrnambool City Council is an unsubdivided municipality represented by seven Councillors.

At the October 2020 Victorian Local Government elections Otha Akoch, Debbie Arnott, Ben Blain, Vicki Jellie, Angie Paspaliaris, Max Taylor and Richard Ziegeler were elected to Council. On November 23, 2020, Cr Vicki Jellie was elected Mayor and Cr Richard Ziegeler was elected Deputy Mayor.



From left: Cr Angie Paspaliaris, Cr Otha Akoch, Cr Richard Ziegeler, Cr Vicki Jellie, Cr Ben Blain, Cr Max Taylor, Cr Debbie Arnott.



Mayor's foreword

Cr Vicki Jellie

On behalf of Council I am pleased to present to the community the Draft Council Plan 2021-2025.

The Council Plan is a key strategic document for Council and guides the work we will be doing for the community over the next four years.

The Council Plan is strongly influenced by, and aligns with, the wishes expressed in the long-term community vision, Warrnambool 2040.

Council is a key partner in Warrnambool 2040 and it is imperative that the Council Plan follows a trajectory that helps deliver the targets contained in W2040.

The draft Council Plan was developed following facilitated workshops with Councillors, Council staff and the community.

We also engaged the community through listening posts and through the use of an online survey.

We received input from right across the Warrnambool municipality and I would like to thank all those who provided us with feedback and in doing so made a contribution towards the future of their city and its people.

What has changed?

As a group of seven first-term Councillors our discussions around the new Council Plan were about taking a conservative approach to the use of Council resources.

Also at the forefront of our thinking was the recovery from the impact of COVID-19 and the role Council could play in helping our community return to a post-COVID normal.

When it comes to major new infrastructure our initial focus will be on successfully completing existing major projects including the Reid Oval redevelopment, the new Learning and Library Hub, the replacement of Edward Bridge and the ongoing upgrade of Lake Pertobe.

It is important that we need to see these projects through so at this stage Council will take a very considered approach when it comes to major new infrastructure projects.

While we will not stop being aspirational, we believe that the next 12 to 18 months is the right time to take stock and to "steady the ship".

We need to manage the assets we have already to ensure that the liveability and amenity that residents and visitors enjoy is not compromised.

Looking further ahead, Council will consider how we make our livestock exchange more effective and will also investigate the possibilities and opportunities provided by Flagstaff Hill.

Council is currently developing a business case for the Warrnambool Art Gallery that will consider the community's wishes and also the economics of redeveloping the gallery at the existing site or starting again at a different location.

We believe this cautious approach to major new infrastructure accords with the community's wishes – we received feedback from the community during Council Plan consultation on the need to be responsible and to ensure the financial sustainability of the city.

Council is also committed to working meaningfully and effectively with the Aboriginal community and again, this was raised regularly by the community during the Council Plan consultation.

Another major change will be the issues on which Council will advocate for on behalf of the community.

The funding of the library, Reid Oval and Stage II of the Warrnambool Base Hospital redevelopment means we will revisit our advocacy plan. We will continue to press for improvements to the Princes Highway – funding from the Victorian and Australian governments has been announced and we are keen for work on vital upgrades to begin.

We also heard from the community that improvements to the rail service – relating to speed and punctuality – are much needed. Affordable and social housing were also



raised during community engagement and this is also an area in which Council can raise concerns on behalf of the community. The Woodford-Bushfield community raised concerns about truck speeds and numbers which Council will consider in its advocacy plan.

What about 'business as usual' activities?

There are many activities and services that Council will continue to perform.

While they could be described as "business as usual" activities they are all reflected in this plan and are essential to our community.

For instance we will always ensure that our city's parks, gardens and public spaces are well kept and visually appealing. They are a part of what makes Warrnambool so liveable and able to attract new residents and maintain steady, manageable population growth.

We will continue to care for our most vulnerable residents through the provision of Home and Community Care services and through the delivery of a Meals on Wheels program.

The future

We are extremely excited about the future of our great and growing city.

We have low unemployment, more than two decades of residential land supply and are fortunate to be home to a Deakin University campus and the central campus of the South West Institute of TAFE.

Over the coming years we will also have a completely redeveloped Base Hospital that will deliver care to many people from across the South West.

Our enviable location includes stunning beaches and a climate that lends itself to beach holidays and winter get-aways.

With all the advantages our city has we must continue to be proactive about ensuring that Warrnambool in decades to come remains an attractive, liveable city with opportunities to thrive available to all residents.

Ultimately this plan is a plan from the community for the community. While it is a four-year plan it will be reviewed annually and Council is receptive to feedback on the plan.



A message from the Chief Executive Officer

Peter Schneider

Warrnambool City Council staff are committed to delivering on the objectives described in the Council Plan 2021-2025.

The Council Plan is a requirement of the Local Government Act 2020 and must be prepared in consultation with the community and adopted by Council by June 30, 2021.

The Local Government Act stipulates that the Council Plan must:

- describe the strategic direction of the Council;
- outline strategic objectives for achieving the strategic direction;
- strategies for achieving the objectives;
- strategic indicators for monitoring the achievement of the objectives; and,
- a description of the Council's initiatives and priorities for services, infrastructure and amenity.

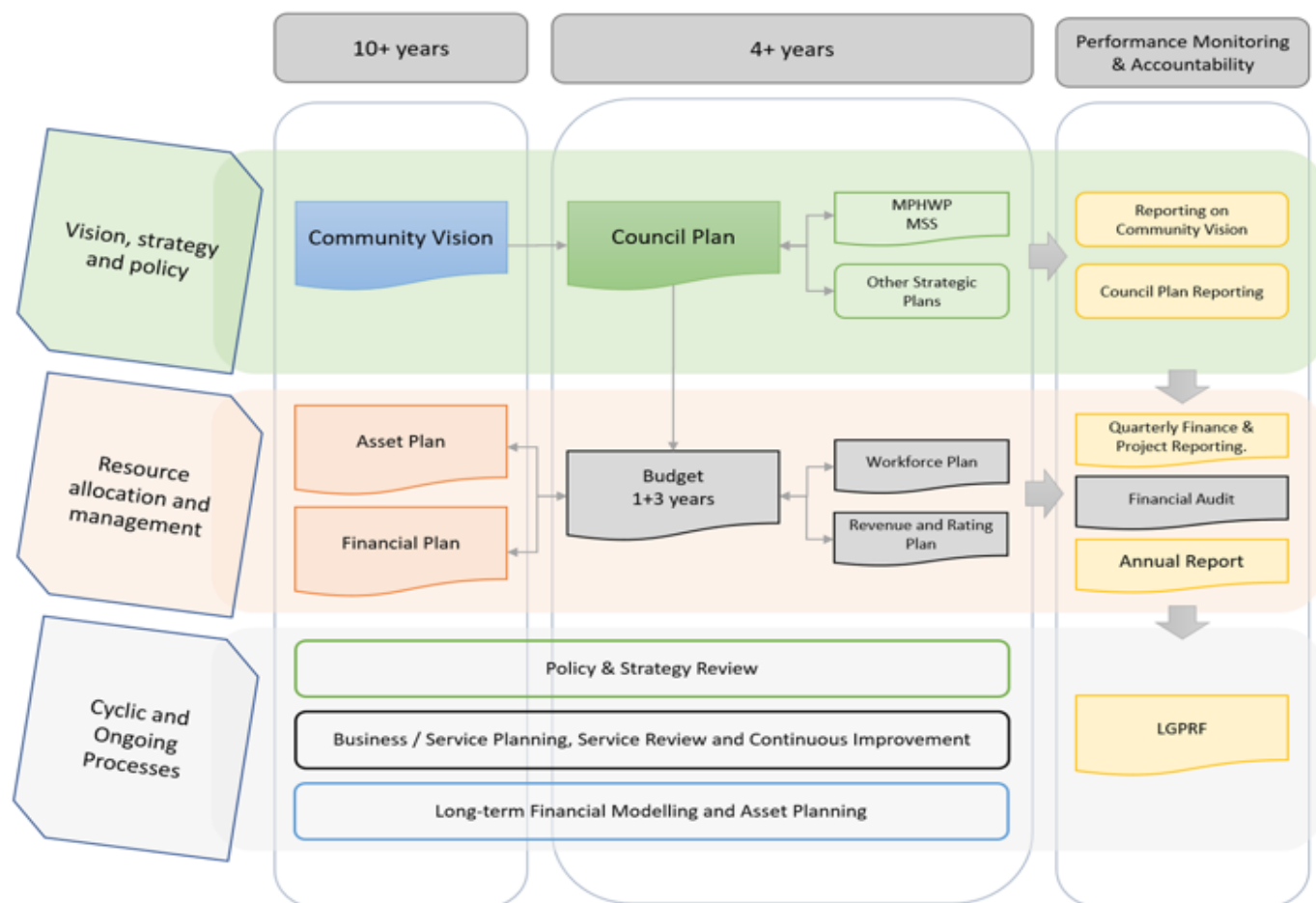
The Council Plan is part of an integrated planning frame-

work with the community vision, Warrnambool 2040, providing an over-arching strategic direction for our city.

The activities and initiatives contained in this Council Plan have been developed by Council staff to help deliver the objectives contained in the plan.

Council will provide quarterly reports to the community on how we have progressed with each of the actions and initiatives.

Strategic indicators or measuring our progress include the Local Government Performance Reporting Framework, the annual Local Government Community Satisfaction Survey, the financial and operational statements contained in our Annual Reports and the targets and goals identified in our broad suite of plans and strategies.



Above: the integration of Local Government planning and reporting to the community.

The Community Vision – Warrnambool 2040 goals

OUR PEOPLE

Warrnambool will be a city where all people thrive

Our Goals:

1. a welcoming and inclusive city
2. a safe and connected community
3. Warrnambool's people are healthy
4. value local Aboriginal identity and culture
5. a learning community

OUR ECONOMY

Warrnambool will be Australia's most resilient and thriving regional economy

Our Goals:

1. embrace digital innovation and technological change
2. grow a resilient and diverse economy
3. foster a creative and collaborative culture
4. think globally

OUR PLACE

Warrnambool will be Australia's most liveable regional city

Our Goals:

1. an affordable and accessible place to live for every one
2. encourages and prioritises sustainable transport
3. Well-connected outside the city
4. has accessible, high-quality public spaces and facilities

OUR ENVIRONMENT

Warrnambool will be Australia's most sustainable city

Our Goals:

1. ZERO WARRNAMBOOL - Innovative solutions for zero net emissions
2. ADAPTABLE WARRNAMBOOL - adapt to the impacts of climate change
3. WISE WARRNAMBOOL - a wise city, that wastes not
4. NATURAL WARRNAMBOOL - enjoy, love, respect and care for the natural environment
5. BLUE WARRNAMBOOL - water for life
6. GREEN WARRNAMBOOL - a city in nature

How we engaged with the community

February 8 and 9	Workshops with Councillors
February 8	Online survey and registration for deliberative workshops undertaken – 72 respondents.
February 20	Online survey to seek ideas for the Council Plan and to review the community vision, Warrnambool 2040.
February 24	Workshop with Council staff.
March 3	Listening posts at the Lighthouse Studio and Warrnambool Stadium with sessions for residents of all Warrnambool localities including Allansford, Bushfield-Woodford, Dennington, Central Warrnambool, Warrnambool-Botanic, East Warrnambool, North Warrnambool, North-East Warrnambool, South-East Warrnambool, South-Warrnambool-Merrivale and West Warrnambool.
March 17	Two deliberative workshops with the community, 60 participants.
May 3	Draft Council Plan considered at open Council meeting and subsequently released for public comment.



About Warrnambool

Our city

The municipality of Warrnambool covers 120sqkm in Victoria's South West.

It includes the city of Warrnambool and townships of Allansford, Bushfield and Woodford.

It has annual population growth of about one per cent, a population of 35,500 and is the most populous city in the South West.

Warrnambool is the major regional centre for health care, education, professional services and sport and culture. Warrnambool's economy generates output of some \$4.5 billion accounting for over 25 per cent of the Great South Coast region's economic output from less than one per cent of the land area.

There are 16,653 jobs in Warrnambool and the following six sectors account for over two-thirds of employees whose place of work is located within Warrnambool:

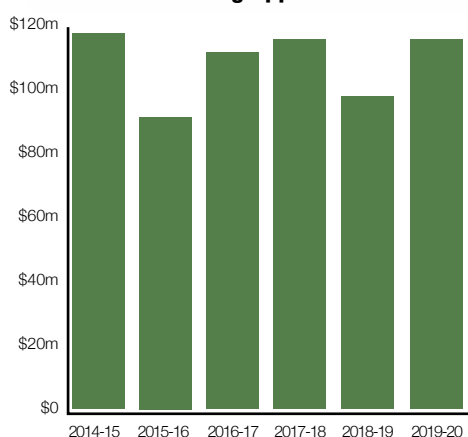
- Healthcare and Social Assistance;
- Retail trade;
- Education and Training;
- Accommodation and Food Services;
- Construction and Manufacturing.

The construction industry makes the greatest contribution to economic output in the region, which at \$582.5 million accounts for 12.82 per cent of total output.

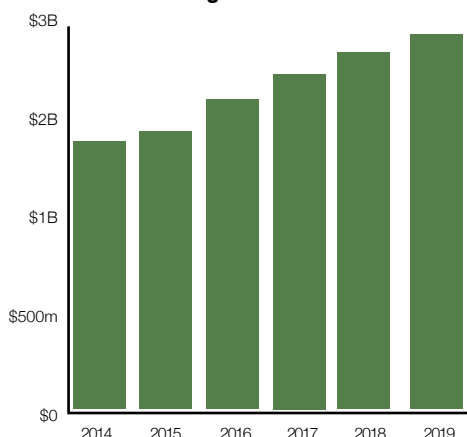
Warrnambool is a popular and expanding tourism destination. Property and business services, government administration and construction are also key growth sectors.



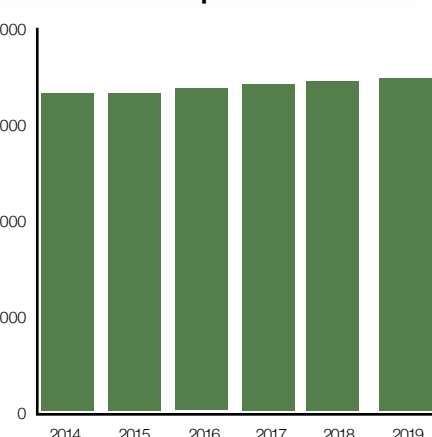
Building Approvals



Gross Regional Product



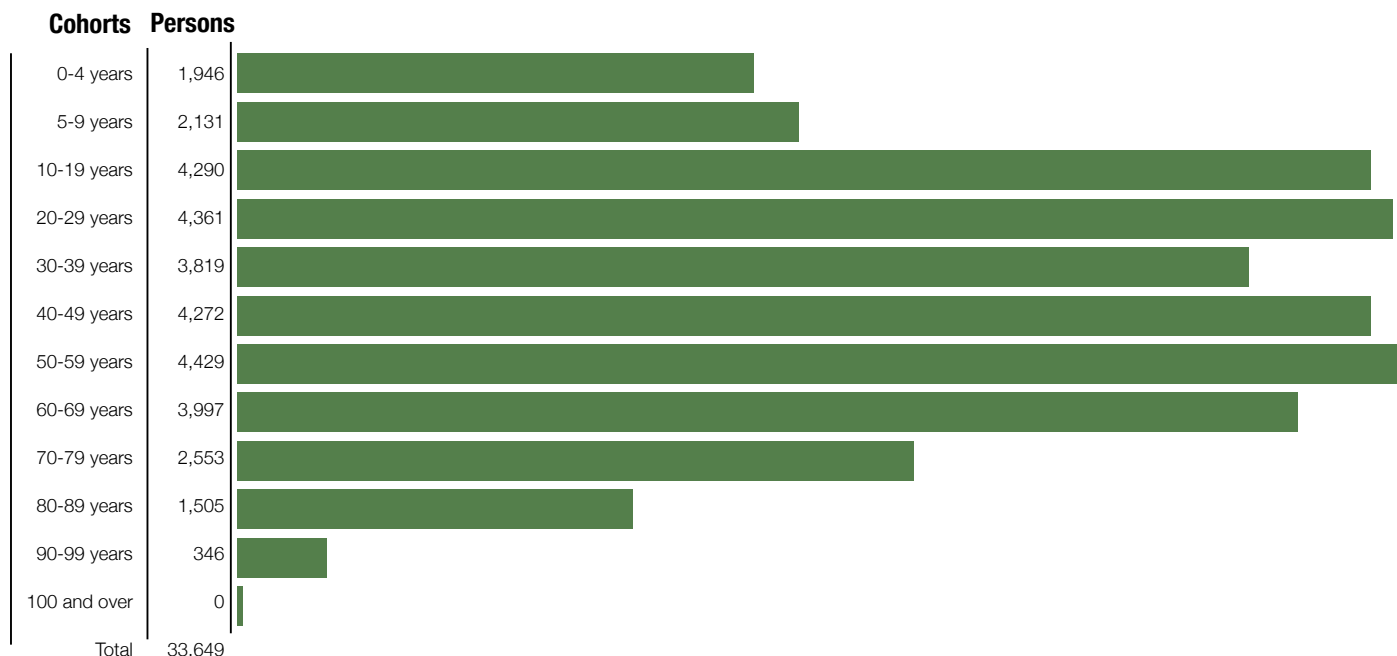
Population



Our community

The median age group in Warrnambool (C) is 40-49 years compared to 30-39 years in 2011.

The percentage of the community 60 years or older is 24.97%. For Great South Coast this is 28.09%.



Median age

Warrnambool: 40

Regional Victoria: 43

Victoria: 37

Medium and high density housing

Warrnambool: 20 per cent

Regional Victoria: 10 per cent

Victoria: 27 per cent

Population density

2.94 per hectare

Median weekly household income

Warrnambool: \$1,180

Regional Victoria: \$1,124

Victoria: \$1,421

Indigenous population

Warrnambool: 1.7 per cent

Regional Victoria: 1.6 per cent

Victoria: 0.8 per cent

Households with a mortgage

Warrnambool: 29 per cent

Regional Victoria: 31 per cent

Victoria: 33 per cent

Couples with children

Warrnambool: 25 per cent

Regional Victoria: 25 per cent

Victoria: 31 per cent

Overseas born

Warrnambool: 8 per cent

Regional Victoria: 11 per cent

Victoria: 28 per cent

Older couples without children

Warrnambool: 11 per cent

Regional Victoria: 12 per cent

Victoria: 9 per cent

Language at home other than English

Warrnambool: 4 per cent

Regional Victoria: 6 per cent

Victoria: 26 per cent

Lone person households

Warrnambool: 28 per cent

Regional Victoria: 27 per cent

Victoria: 23 per cent

University attendance

Warrnambool: 3 per cent

Regional Victoria: 3 per cent

Victoria: 5 per cent

University qualification

Warrnambool: 16 per cent

Regional Victoria: 15 per cent

Victoria: 24 per cent

Trade qualification

Warrnambool: 21 per cent

Regional Victoria: 22 per cent

Victoria: 17 per cent

Unemployment rate (March 2021)

Warrnambool: 5.3 per cent

Regional Victoria: 6 per cent

Victoria: 6.6 per cent

Workforce participation rate

Warrnambool: 60 per cent

Regional Victoria: 56 per cent

Victoria: 60 per cent

Public transport to work

Warrnambool: 1 per cent

Regional Victoria: 2 per cent

Victoria: 12 per cent

SEIFA index of disadvantage

Warrnambool: 986

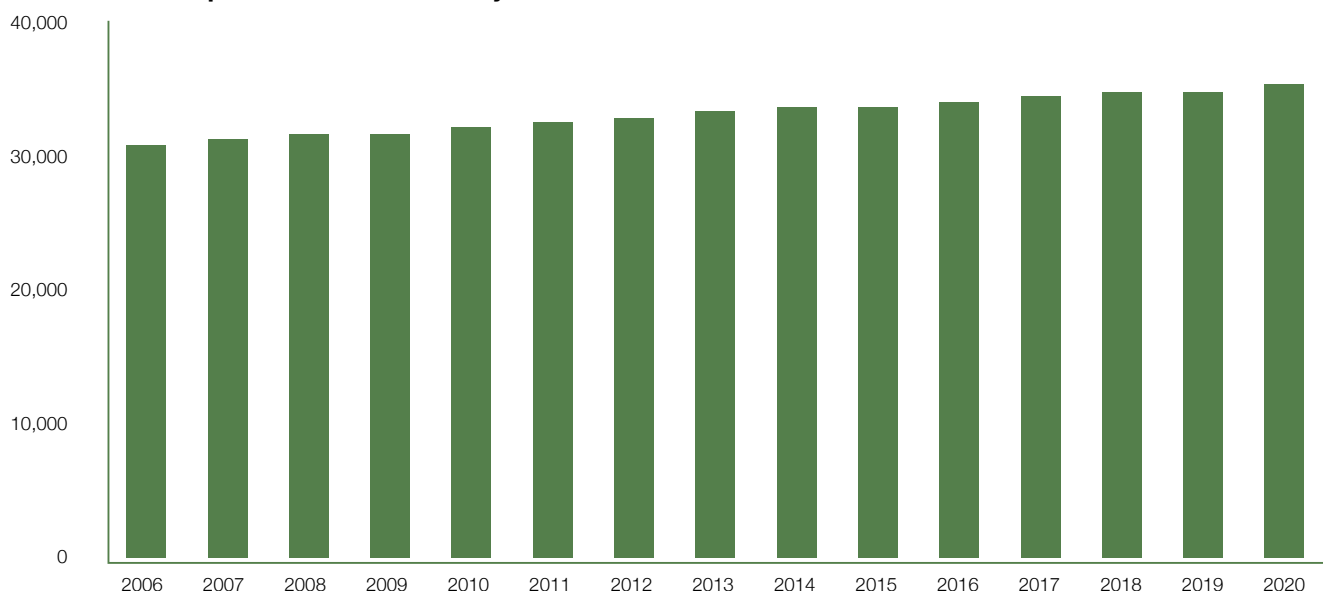
Regional Victoria: 977

Victoria: 1010

Estimated homeless (2016)

Warrnambool: 149

Estimated Resident Population - Warrnambool City Council



Source: Australia, Bureau of Statistics, Regional Population Growth, Australia (3218.0) Compiled and presented by .id (informed decisions)

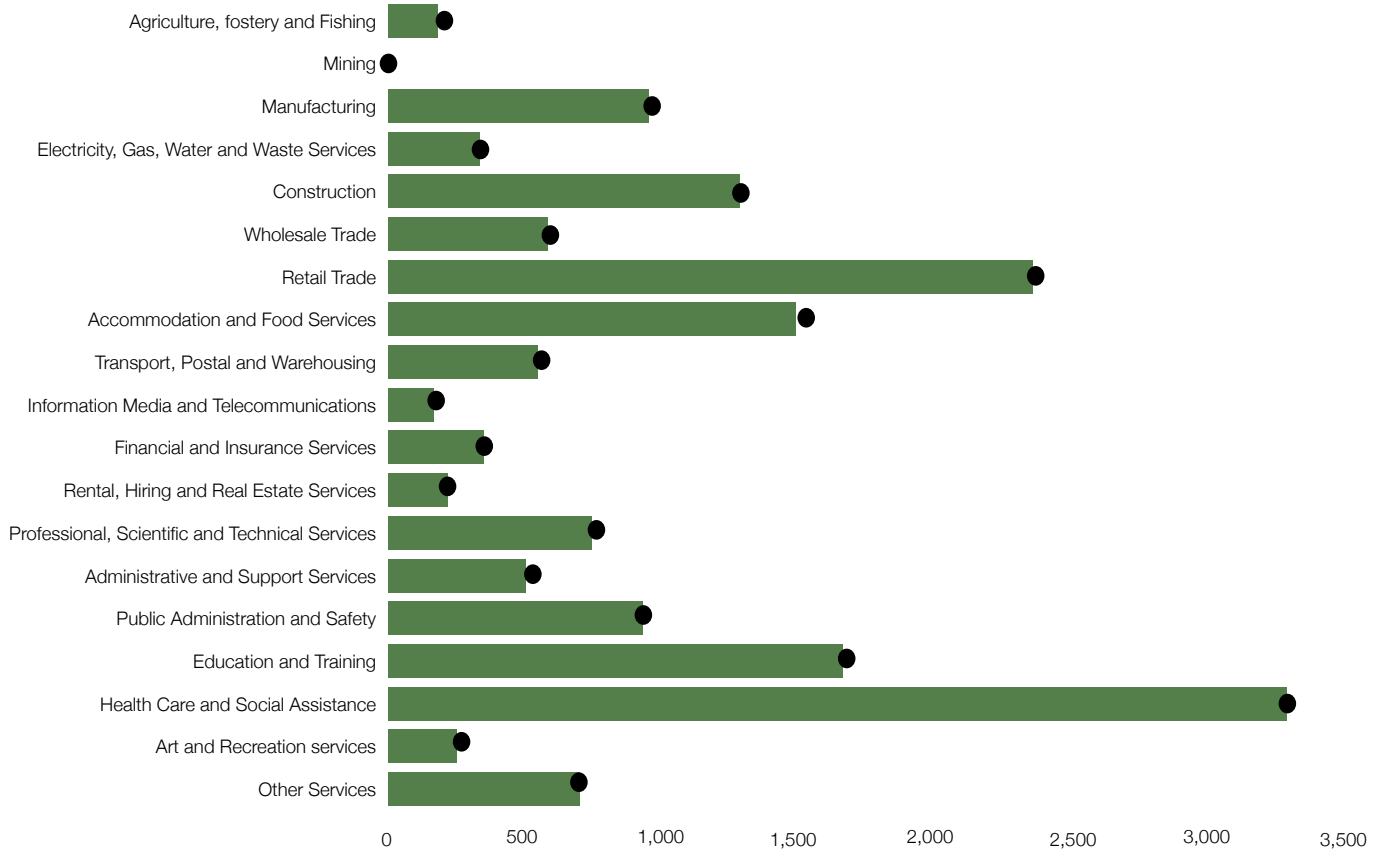
COVID-19 impact - JobSeeker recipients

Current month	February 2021		August 2020		
Region - LGA/SA2	JobSeeker and youth allowance recipients	% of 15-64 age population	JobSeeker and Youth allowance recipients	% of 15-64 age population	Change
Warrnambool City	1,955	8.8	2,252	10.2	-297
Warrnambool - North	1,164	8.3	1,327	9.5	-163
Warrnambool - South	819	9.8	957	11.5	-138
Regional VIC	90,151	9.7	104,202	11.2	-14,051
Victoria	338,723	7.7	413,330	9.4	-74,607

Warrnambool COVID-19 Impact on Employment

● Mar 2020 (pre Covid-19)

■ Jan 2021



Above: employment data reveals Warrnambool accommodation and food services were hardest hit by COVID-19.



Our services to the community

– a snapshot

Environmental management – environmental policy and projects.

Waste management and street cleaning – kerbside collections, leaf collection and street litter bins.

Parks and gardens – tree pruning, planting, maintenance of open space, conservation management.

Community services – Volunteer Connect, Social Inclusion, Youth Engagement, Diversity, Access and Inclusion.

Aged services – meals on wheels, personal care, respite, home maintenance, positive ageing and senior citizens programs.

Family services – preschools, maternal and child health, youth services, child care, family day care, immunisation.

Arts and culture – Warrnambool Art Gallery and Lighthouse Theatre.

Library services – Warrnambool library.

Recreation – sport, recreation and cultural facilities and programs.

Leisure services – Warrnambool Stadium and AquaZone.

Health services – public health, immunisation and administration of food premises.

Festivals and events – festivals and events to deliver economic benefits to the city.

Asset maintenance – buildings, roads, footpaths, tracks and drainage

Infrastructure services – capital works and maintenance on Council's main civil infrastructure.

Regulatory services – local laws, traffic control.

Statutory building services – includes processing of building permits.

City strategy and development – Council Planning Scheme, processing of development proposals.

South-West Victorian Livestock Exchange – livestock sales centre.



Holiday parks – affordable holiday accommodation.

Flagstaff Hill Maritime Village – includes the Visitor Information Centre and maritime museum.

Economic development – includes industry and business support, statistical analysis and project development.

Warrnambool Airport – for emergency, passenger and recreational aircraft.

Port of Warrnambool – managed by Council on behalf of the Victorian Government.

Elected Council – governs our city with and on behalf of the community.

Governance and Risk – supports sound governance and manages Council's insurance matters.

Executive services – manages and facilitates implementation of Council decisions, policies and compliance with legislative requirements.

Revenue – revenue collection, property management.

Information services – enables Council staff to have the information they need to efficiently perform their roles.

Organisation development – promotes and implements human resource strategies and includes recruitment, staff inductions and training.

Corporate and financial services – banking, treasury, auditing and grants commission functions.





Our Strategic Objectives

The Strategic Objectives described – with the exception of the Council theme - below were developed in response to visions and goals in Warrnambool 2040.

The deliberative engagement process including an online survey “tested” those themes to ensure they remained relevant.

Below each of the five strategic objectives are strategies which describe how each of the objectives will be achieved over the four-year life of the Council Plan.

The tables also show the alignment or connection to Warrnambool 2040.





1. A healthy community

We will be a healthy, inclusive and thriving community with equitable access to services, cultural opportunities and recreational activities

Our strategies for achieving this objective	Alignment with Warrnambool 2040 goals
1.1 Be a welcoming and inclusive city: Warrnambool will be a city that is more welcoming to all and which fosters diversity.	Warrnambool will be a welcoming and inclusive city.
1.2 Engagement with the Aboriginal community: Council will pursue improved partnerships and meaningful engagement with Aboriginal people to grow opportunities and better outcomes for Aboriginal people.	Warrnambool will be a city that values Aboriginal identity and culture.
1.3 Health and wellbeing: Council will take action to improve health, wellbeing and safety outcomes for Warrnambool's community.	Warrnambool's people are healthy. Warrnambool is a safe and connected community.
1.4 An accessible city: Council will improve physical and social accessibility to community services, facilities, places and precincts.	Warrnambool has accessible, high quality public spaces and facilities.
1.5 Recreation, arts, culture and heritage: Council will support opportunities to participate in a wide range of recreational, arts and cultural programs that promote activity, wellbeing, diversity heritage and which increase community connectedness.	Warrnambool is a safe and connected community.
1.6 Community learning pathways: Council will support and encourage lifelong learning that helps build community resilience and preparedness for change.	Warrnambool is a learning community.

Supporting documents

- Warrnambool – a Healthy City (municipal health and wellbeing plan, scheduled for review in 2021)
- Inclusion and Diversity Policy
- Kindergarten Enrolment and Orientation Policy
- Smoking Policy
- Disability Access and Inclusion Policy
- Active Warrnambool



2. A sustainable environment

We will protect and strengthen local ecosystems, enhance biodiversity and enable sustainable communities.

Our strategies for achieving this objective

Alignment with Warrnambool 2040 goals

2.1 Natural environment: Council will enhance open spaces and infrastructure that support a healthy community, wildlife, flora, fauna and biodiversity.

Warrnambool is a city in nature

2.2 Water and coastal management: Council will protect and enhance the health of Warrnambool's coastline and inland waterways to protect and improve biodiversity.

Warrnambool has water for life.

2.3 Environmental impact and a changing climate: Council will encourage innovation and initiatives that minimise Warrnambool's environmental impact.

Warrnambool seeks innovative solutions for zero net emissions.

2.4 Water resource management: Council will promote and encourage awareness of sustainable practices in our work and in the community, including water resource management.

Warrnambool has water for life.

2.5 Waste minimisation: Council will pursue programs to minimise waste throughout the community, industry and promote the benefits of reduction, re-use and recycling of materials.

Warrnambool is a wise city that wastes not.

2.6 Awareness and celebration: Council will foster community awareness and recognition of the benefits of positive outcomes for Warrnambool's environment.

Warrnambool enjoys, loves, respects and cares for the natural environment.

Supporting documents

- Resource Recovery, Waste Minimisation and Management Strategy
- Green Warrnambool
- Coastal Management Plan



3. A strong economy

We will support a resilient local and self-sustaining regional economy that encourages economic growth and provides increased employment opportunities that attract ongoing investment.

Our strategies for achieving this objective

Alignment with Warrnambool 2040 goals

3.1 Build on competitive strengths: Council will support initiatives that foster ongoing development and investment in the industries which underpin Warrnambool's economic strengths and comparative advantages

Warrnambool will grow a resilient and diverse economy.

3.2 Emerging industries: Council will encourage emerging industry sectors that contribute to Warrnambool's economic growth and diversity.

Warrnambool will embrace digital innovation and technological change.
Warrnambool will think globally.

3.3 Visitor growth: Council will facilitate Warrnambool's visitor growth and year-round visitation through industry development, effective destination management and promotion of attractions, experiences and by leveraging key events.

Warrnambool will grow a resilient and diverse economy.

3.4 Workforce capability: Council will foster the development of a workforce capable of supporting the needs of the local and regional economy.

Warrnambool will grow a resilient and diverse economy.
Warrnambool will think globally.

3.5 The digital economy: Council will facilitate greater digital capability

Warrnambool will embrace digital innovation and technological change.

Supporting documents

- Warrnambool Economic Development and Investment Strategy
- Warrnambool City Centre Parking Strategy
- Events Strategy



4. A connected, inclusive place

We will provide high quality places that people value and want to live, work, play and learn in.

Our strategies for achieving this objective	Alignment with Warrnambool 2040 goals
<p>4.1 Effective planning: Council will ensure its planning acknowledges the unique character and attributes of local places and that that supports social connection, equitable access, appropriate housing and sustainable population growth.</p>	<p>Warrnambool is a safe and connected community.</p>
<p>4.2 A connected community: Council will enhance Warrnambool's connectivity through the delivery of, or advocacy for, improvement to roads, public transport, footpaths, trails and digital infrastructure.</p>	<p>Warrnambool is a safe and connected community.</p>
<p>4.3 Stronger neighbourhoods: Council will foster neighbourhood connections and capacity building including the development of inclusive recreational and cultural opportunities.</p>	<p>Warrnambool is a welcome and inclusive city.</p>
<p>4.4 Sustainable practices: Council will promote and encourage the implementation of sustainable design across the municipality including the attractiveness, safety, accessibility and functionality of our built environment.</p>	<p>Warrnambool encourages sustainable transport. Warrnambool adapts to the impacts of climate change. Warrnambool is well-connected outside the city.</p>

Supporting documents

- Lake Pertobe Master Plan
- Public Amenities Strategy
- Road Users Plan
- Asset Management Policy
- Nature Strip Landscaping Policy
- Street Tree Planting and Management Policy
- Warrnambool Botanic Gardens Master Plan



5. An effective Council

We will be recognised as a collaborative Council and a high-performing organisation that enables positive outcomes for Warrnambool's community, environment and economy and for Victoria's South West.

Our strategies for achieving this objective

5.1 Leadership and governance: Council will be a high-functioning team committed to respectful relationships, collaboration and ongoing engagement. It will provide strong, effective leadership, sound governance and informed decision-making.

5.2 Engaged and informed community: Council will ensure ongoing community engagement to identify changing needs and priorities when developing and delivering services and programs.

5.3 Customer-focused services: Council will continue to develop a program of Council services that are delivered to the community's satisfaction.

5.4 High-performance culture: Council will foster an organisational culture to support engaged, committed and high-performing staff for the effective delivery of Council's services and programs.

5.5 Organisational and financial sustainability: Council will ensure organisational and financial sustainability through the effective and efficient use of Council's resources and assets.

5.6 Risk mitigation: Council will mitigate and manage organisational risks through sound management systems and processes.

5.7 Effective advocacy: Council will pursue effective advocacy by providing compelling materials for desired support and funding for community priorities through establishing strong relationships with other levels of government, strategic partners and key stakeholders.

5.8 Regional role and relationships: Council will acknowledge Warrnambool's capability as the regional centre of south-west Victoria through appropriate leadership, advocacy and partnerships that enable greater opportunity for the region.

Supporting documents

- Investment Policy
- Debt Management Policy
- Procurement Policy
- Project Management Policy
- Risk Management Policy
- Transparency Policy
- Customer Service Charter
- Warrnambool Advocacy Strategy

Activities and Initiatives

The actions and initiatives listed below comprise the operational component of the Council Plan. Each action is linked to one or more of the strategic objectives described in this plan.



GOAL 1: A HEALTHY COMMUNITY

We will be a healthy, inclusive, and thriving community with equitable access to services, cultural opportunities and recreational activities.

Objective 1

WELCOMING & INCLUSIVE CITY: Warrnambool will be a city that is more welcoming to all and fosters diversity.

Action Code	Action Name	Due Date	Start Date
1.1.1	Provide information to new residents that introduces key Council services, organisations and agencies including those in recreation, culture and early childhood.	30/06/2022	01/07/2021
1.1.2	Develop and implement a range of Council activities and events to encourage participation from diverse groups within our community.	30/06/2022	01/07/2021
1.1.3	Increase access to participation for all abilities and raise awareness of the community regarding the needs of people with a disability.	30/06/2022	01/07/2021
1.1.4	Engage with community to ensure that a diversity of voices are informing Council policies, strategies, programs, and services.	30/06/2022	01/07/2021
1.1.5	Develop and implement programs to improve community connections and reduce social isolation.	30/06/2022	01/07/2021
1.1.6	Provide library programs and collections that facilitate inclusion, understanding and acceptance of diversity.	30/06/2022	01/07/2021
1.1.7	Establish LOTE, ESL and LGBTQI+ collections in the library to foster diversity.	30/06/2022	01/07/2021
1.1.8	Develop and implement programs and activities that improve community engagement and social connection through West Warrnambool Neighbourhood House.	30/06/2022	01/07/2021

Objective 2

ABORIGINAL COMMUNITIES: Council will pursue improved partnerships and meaningful engagement with Aboriginal people to grow opportunities and better outcomes for Aboriginal people.

Action Code	Action Name	Due Date	Start Date
1.2.1	Develop and deliver programs and services in collaboration with Aboriginal people that support inclusiveness, culture and reconciliation	30/06/2021	01/07/2021
1.2.2	Explore the process and development of Reconciliation Action Plan with Reconciliation Australia.	30/06/2022	01/07/2021
1.2.3	Facilitate and encourage collaborative relationships with Aboriginal and Community Controlled Organisations (ACCOs) to address key barriers to access children's and family services and build a stronger cultural connection.	30/06/2022	01/07/2021

1.2.4	Increase participation of Aboriginal families in early years services, with a focus on maternal and child health and kindergarten services.	30/06/2022	01/07/2021
1.2.5	Increase community awareness of, and promote, Aboriginal heritage, culture and sites of significance.	30/06/2022	01/07/2021

Objective 3

HEALTH & WELLBEING: Council will take action to improve health, wellbeing and safety outcomes for Warrnambool's community.

Action Code	Action Name	Due Date	Start Date
1.3.1	Develop and implement the Municipal Health and Wellbeing Plan 2021-25	30/06/2025	01/07/2021
1.3.2	Achieve compliance with the Child Information Sharing and Family Violence Information Sharing reforms.	30/06/2022	01/07/2021
1.3.3	Improve children and families' health and wellbeing through attainment of targets set by the Healthy Achievement Program.	30/06/2022	01/07/2021
1.3.4	Deliver culturally safe early years services.	30/06/2022	01/07/2021
1.3.5	Develop and implement an Aquatic Strategy, including a new business model for AquaZone, to guide the improvement and strategic use of facilities to increase community participation in physical activity.	30/06/2022	01/07/2021
1.3.6	Develop an AquaZone fitness and program that supports and encourages well-being and water safety.	30/06/2022	01/07/2021
1.3.7	Establish a plan to assist gymnastics to move to a sustainable business model.	30/06/2022	01/07/2021
1.3.8	Increase community participation in active recreation.	30/06/2022	01/07/2021
1.3.9	Develop systems and policies that maximise the use of the Warrnambool Stadium.	30/06/2022	01/07/2021
1.3.10	Increase connection with children up to school age through outreach Maternal and Child Health Key Age Stage visits to early years services.	30/06/2022	01/07/2021
1.3.11	Support vulnerable families with young children through the enhanced Maternal and Child Health service.	30/06/2022	01/07/2021
1.3.12	Provide a broad range of programs for older members of our community.	30/06/2022	01/07/2021
1.3.13	Maximise use of sportsgrounds and associated recreational facilities through ensuring shared use, where appropriate.	30/06/2022	01/07/2021

Objective 4

ACCESSIBLE CITY: Council will improve the physical and social accessibility to community services, facilities, places and precincts.

Action Code	Action Name	Due Date	Start Date
1.4.1	Complete the principal pedestrian network to guide the footpath construction and improvement programs.	30/06/2022	01/07/2021
1.4.2	Investigate accreditation of Warrnambool based on the UNICEF Child Friendly City Status.	30/06/2022	01/07/2021
1.4.3	Meets the current and future needs of our growing population, programs and services through updated Community Services Infrastructure Plan.	30/06/2022	01/07/2021
1.4.4	Implement the objectives set out in the Early Years Compact Agreement.	30/06/2022	01/07/2021
1.4.5	Implement the Multiple Agency Risk Assessment and Management (MARAM) framework within all Early Years programs.	30/06/2022	01/07/2021
1.4.6	Implement plans to improve the accessibility and user-friendliness for aged and those with a disability to Council owned community facilities.	30/06/2022	01/07/2021
1.4.7	Increased access for people with disabilities by upgrading Council infrastructure through recurrent capital funding.	30/06/2022	01/07/2021
1.4.8	Maintain the delivery of high-quality services to enable people to remain as independent as possible in their own homes.	30/06/2022	01/07/2021
1.4.9	Increased engagement of young people aged 12-25 years in youth development programs and activities.	30/06/2022	01/07/2021
1.4.10	Implement an accessibility audit of Council Playgrounds	30/06/2022	01/07/2021

Objective 5

RECREATION, ARTS, CULTURE & HERITAGE: Council will support opportunities to participate in a wide range of recreational, arts and cultural activities that promote activity, wellbeing, diversity and heritage, and grow connectedness across the community.

Action Code	Action Name	Due Date	Start Date
1.5.1	Deliver the Lake Pertobe Building Better Regions program of projects along with the carpark renewal and upgrade funded through Local Roads and Community Infrastructure Program.	30/06/2022	01/07/2021
1.5.2	Complete the Playspace Strategy for community playgrounds and spaces.	30/06/2022	01/07/2021
1.5.3	Deliver a Lighthouse Theatre program including the annual Primary Performers program, and implement strategies that encourages our community to experience, create, celebrate and participate in the performing arts with a focus on youth (13-25) and the disadvantaged community.	30/06/2022	01/07/2021
1.5.4	Develop and implement audience engagement and marketing strategies, including a membership program, to increase participation in performing arts presentations and seasons at the Lighthouse Theatre.	30/06/2022	01/07/2021

1.5.5	Deliver Warrnambool Art Gallery exhibitions and experiences that engage community, attract and increase visitors, support artists and build new audience.	30/06/2022	01/07/2021
1.5.6	Deliver a library program of events and activities that supports lifelong learning and social inclusion.	30/06/2022	01/07/2021
1.5.7	Develop a Cultural Strategy for Warrnambool.	30/06/2022	01/07/2021
1.5.8	Development and implement policies and strategies to maximize use of community assets in areas of art and culture.	30/06/2022	01/07/2021
1.5.9	Support community organisations to improve participation opportunities that support health and wellbeing, social, cultural and recreational outcomes through Council's community funding programs.	30/06/2022	01/07/2021

Objective 6

COMMUNITY LEARNING PATHWAYS: Council will support and encourage lifelong learning that helps built community resilience and preparedness for change.

Action Code	Action Name	Due Date	Start Date
1.6.1	Relaunch the Warrnambool City Library under Council Management through a reinvigorated range of activities and programs	30/06/2022	1/07/2021
1.6.2	Deliver the new Warrnambool Library.	30/06/2022	01/07/2021
1.6.3	Deliver library early years programs that support language and literacy development and parental efficacy.	30/06/2022	01/07/2021
1.6.4	Deliver library programs that develop literacy in all its forms and encourage a love of reading and life-long learning.	30/06/2022	01/07/2021
1.6.5	Advocate for opportunities to ensure staff have access to high quality professional development opportunities that support community's needs.	30/06/2022	01/07/2021
1.6.6	Deliver Three Year Old kindergarten across services to ensure children have access to 2 years of kindergarten before school.	30/06/2022	01/07/2021
1.6.7	Maintain and further develop Council's partnership with Deakin University to enable research and development opportunities for community and industry.	30/06/2025	01/07/2021

GOAL 2: A SUSTAINABLE ENVIRONMENT

We will protect and strengthen local ecosystems, enhance biodiversity and enable sustainable communities.

Objective 1

NATURAL ENVIRONMENT: Council will enhance open spaces and infrastructure that support a healthy community, wildlife, flora, fauna and biodiversity.

Action Code	Action Name	Due Date	Start Date
2.1.1	Develop and implement Pest Plant and Animal Management Framework for the control of environmental weeds and pests.	30/06/2022	01/07/2021
2.1.2	Develop and implement strategy and programs that improve biodiversity and protect and enhance flora and fauna.	30/06/2022	01/07/2021

Objective 2

WATER & COASTAL MANAGEMENT: Council will protect and enhance the health of Warrnambool's coastline and inland waterways to protect and improve biodiversity.

Action Code	Action Name	Due Date	Start Date
2.2.1	Implement the Domestic Waste Water Management Plan to improve health and environmental outcomes for our community.	30/06/2022	01/07/2021
2.2.2	Investigate water use opportunities to improve water resource management.	30/06/2022	01/07/2021
2.2.3	Implement the Warrnambool Coastal Management Plan to guide the future use, development and management of Warrnambool's coastline.	30/06/2022	01/07/2021
2.2.4	Implement the Moyjil- Point Ritchie Conservation Management Plan.	30/06/2022	01/07/2021

Objective 3

MINIMISE ENVIRONMENTAL IMPACT & THE IMPACT OF A CHANGING CLIMATE: Council will encourage innovation and initiatives that minimise Warrnambool's environmental impact.

Action Code	Action Name	Due Date	Start Date
2.3.1	Investigate new technologies to reduce waste from land-fill towards zero waste to landfill.	30/06/2022	01/07/2021
2.3.2	Deliver the Smart Buildings energy efficiency program to reduce greenhouse gas emissions and utilise renewable energy.	30/06/2022	01/07/2021
2.3.3	Facilitate and support the delivery of climate change mitigation, adaptation and resilience actions to raise awareness and prepare for a changing climate.	30/06/2022	01/07/2021

Objective 4

WATER RESOURCE MANAGEMENT: Council will promote and encourage awareness of sustainable practices in our work, and the community including water resource management.

Action Code	Action Name	Due Date	Start Date
2.4.1	Develop a drainage system litter and contaminants improvement/management plan to reduce gross pollutants into the waterways.	30/06/2022	01/07/2021

Objective 5

WASTE MINIMISATION: Council will pursue programs to minimise waste throughout the community, industry and promote the benefits of reduction, reuse and recycling of materials.

Action Code	Action Name	Due Date	Start Date
2.5.1	Reduce contamination of recyclable materials.	30/06/2022	01/07/2021
2.5.2	Ensure financial efficiency and meeting financial targets by developing a Waste Management Asset Management Plan and Strategy.	30/06/2022	01/07/2021

Objective 6

AWARENESS & CELEBRATION: Council will foster community awareness and recognition of the benefits of positive outcomes for Warrnambool's environment.

Action Code	Action Name	Due Date	Start Date
2.6.1	Promote awareness and celebrate the outcomes of environmental work including actions that align with the Green Warrnambool plan.	30/06/2022	01/07/2021
2.6.2	Monitor and manage organisational greenhouse gas emissions and energy usage.	30/06/2022	01/07/2021

GOAL 3: A STRONG ECONOMY

We will support a resilient local and self-sustaining regional economy that encourages economic growth and provides increased employment opportunities attracting ongoing investment.

Objective 1

BUILD ON COMPETITIVE STRENGTHS: Council will support initiatives that foster ongoing development and investment in the industries which underpin Warrnambool's economic strengths and comparative advantages.

Action Code	Action Name	Due Date	Start Date
3.1.1	Implement Development Plans and Developer Contributions Plans to provide future resources for improved infrastructure across the municipality.	30/06/2022	01/07/2021
3.1.2	Develop programs and collateral to promote Warrnambool as an appealing investment destination.	30/06/2022	01/07/2021
3.1.3	Grow engagement with local businesses across the municipality.	30/06/2022	01/07/2021

Objective 2

EMERGING INDUSTRIES: Council will encourage emerging industry sectors that contribute to Warrnambool's economic growth and diversity.

Action Code	Action Name	Due Date	Start Date
3.2.1	Facilitate and partner in initiatives to progress the implementation of the Great South Coast Economic Futures Plan, including the development of renewables in Warrnambool and the Great South Coast region.	30/06/2022	01/07/2021
3.2.2	Review and implement the Warrnambool Economic Development and Investment Strategy to facilitate investment and employment growth across the Warrnambool municipality.	30/06/2022	01/07/2021
3.2.3	Facilitate and promote business support initiatives to grow the local economy.	30/06/2022	01/07/2021
3.2.4	Plan for the development and implementation of precinct structure plans to facilitate investment in appropriate development across the municipality.	30/06/2022	01/07/2021

Objective 3

VISITOR GROWTH: Council will facilitate Warrnambool's visitor growth and year-round visitation through industry development, effective destination management and promotion of attractions and experiences leveraging key events.

Action Code	Action Name	Due Date	Start Date
3.3.1	Review and implement the Warrnambool Destination Action Plan in partnership with Great Ocean Road Regional Tourism and industry.	30/06/2022	1/07/2021
3.3.2	Increase visitation with events across the year and enhance the profile of Warrnambool as a destination.	30/06/2022	01/07/2021

3.3.3	Develop and share economic data and analysis to business and industry to inform the performance of the Warrnambool economy.	30/06/2022	01/07/2021
3.3.4	Increase community participation in the delivery of a diverse range of events through a grants program.	30/06/2022	01/07/2021
3.3.5	Participate in the establishment of the Great Ocean Road Coast and Parks Authority to protect and manage visitation of the Great Ocean Road Coast and Parks.	30/06/2022	01/07/2021

Objective 4

WORKFORCE CAPABILITY: Council will foster the development of a workforce capable of supporting the needs of the local and regional economy.

Action Code	Action Name	Due Date	Start Date
3.4.1	Deliver the Designated Area Migration Agreement (DAMA) representative role for the Great South Coast region and the Regional Certifying Body function on behalf of the Great South Coast.	30/06/2022	01/07/2021
3.4.2	Partner on projects and initiatives with Deakin University Warrnambool and South West TAFE that help provide a skilled workforce that meets local industry needs.	30/06/2022	01/07/2021
3.4.3	Deliver education and advisory services to business and industry to raise awareness of building, planning and heritage requirements.	30/06/2022	01/07/2021

Objective 5

DIGITAL CAPABILITY: Council will facilitate greater digital capability.

Action Code	Action Name	Due Date	Start Date
3.5.1	Participate in the implementation of the Great South Coast Digital Plan to address connectivity issues for industry and households.	30/06/2022	01/07/2021
3.5.2	Identify and promote investment in digital projects across the Warrnambool municipality to address priority digital infrastructure supply shortfalls, including mobile coverage, and access to business-grade broadband.	30/06/2022	01/07/2021

GOAL 4: A CONNECTED AND INCLUSIVE PLACE

Provide quality places that all people value and want to live, work, play and learn in.

Objective 1

EFFECTIVE PLANNING: Council will ensure its planning acknowledges the unique character and attributes of local places, and that it supports social connection, equitable access, appropriate housing and sustainable population growth.

Action Code	Action Name	Due Date	Start Date
4.1.1	Deliver the building renewal program.	30/06/2022	01/07/2021
4.1.2	Develop and adopt a tree Asset Management Plan including significant and heritage trees.	30/06/2022	01/07/2021
4.1.3	Complete service level reviews for parks, gardens, roads and drainage services.	30/06/2022	01/07/2021
4.1.4	Review the CBD Parking Strategy including the expansion of off-street parking areas.	30/06/2022	01/07/2021
4.1.5	Finalise the Social Housing Planning Project Report to support delivery of social and affordable housing.	03/06/2022	01/07/2021
4.1.6	Deliver the redevelopment of Reid Oval.	30/06/2022	01/07/2021
4.1.7	Commence planning of neighbourhood community infrastructure assets	30/06/2025	01/07/2021

Objective 2

CONNECTED COMMUNITY: Council will enhance Warrnambool's connectivity through the delivery of, or advocacy for, improvement to roads, public transport, footpaths, trails and digital infrastructure.

Action Code	Action Name	Due Date	Start Date
4.2.1	Advocate for essential safety and road improvements on the Princes Highway West.	30/06/2022	01/07/2021
4.2.2	Advocate for improved passenger and freight rail services between the South West region and Melbourne.	30/06/2022	01/07/2021
4.2.3	Plan for growth and changes in traffic movements by identifying current and future traffic volumes and use this to review the Municipal Road Management Plan and Road Hierarchy.	30/06/2022	01/07/2021
4.2.4	Facilitate the implementation of Cycling Reference Group actions adopted by Council.	30/06/2022	01/07/2021
4.2.5	Review City Centre traffic flows with implementation of new pedestrian crossings.	30/06/2022	01/07/2021
4.2.7	Seek funding for and deliver road safety projects.	30/06/2022	01/07/2021

Objective 3

STRONGER NEIGHBOURHOODS: Council will foster neighbourhood connection and capacity building including the development of inclusive recreational and cultural opportunities.

Action Code	Action Name	Due Date	Start Date
4.3.1	Implement the key initiatives of the Open Space Strategy, including our review of the strategy.	30/06/2022	01/07/2021

Objective 4

SUSTAINABLE PRACTICES: Council will promote and encourage the implementation of sustainable design across the municipality including the attractiveness, safety, accessibility and functionality of our built environment.

Action Code	Action Name	Due Date	Start Date
4.4.1	Identify and regularly monitor condition of Council's built assets to ensure effective management.	30/06/2022	01/07/2021

GOAL 5: AN EFFECTIVE COUNCIL

To be recognised as a collaborative Council and a high-performing organisation that enables positive outcomes for Warrnambool's community, environment and economy and Victoria's south west.

Objective 1

LEADERSHIP & GOVERNANCE: Council will be a high-functioning team committed to respectful relationships, collaboration, and ongoing engagement. It will provide strong, effective leadership, sound governance and informed decision-making.

Action Code	Action Name	Due Date	Start Date
5.1.1	Ensure key priorities of the community are appropriately reflected in the development and review of the Council Plan with the appropriate prioritisation of resources to key strategic themes.	30/06/2021	01/12/2020
5.1.2	Identify and report on changes to Council operations, policies and procedures in line with the Local Government Act.	30/06/2022	01/07/2021
5.1.3	Improve Council's systems and policies through review of Governance Framework.	30/06/2022	01/07/2021
5.1.4	Improve asset management practices.	30/06/2022	01/07/2021
5.1.5	Improve the Warrnambool Planning Scheme which controls land use and development within the municipality.	30/06/2022	01/07/2021
5.1.6	Work with neighbouring Councils to develop sub-regional and regional plans and advocacy strategies to benefit the region and deliver on the community's aspirations.	30/06/2025	01/07/2021
5.1.7	Align the implementation of the Warrnambool 2040 Plan with the Financial Sustainability Plan	30/06/2025	01/07/2021
5.1.8	Ensure achievement and maintenance of organization wide Child Safe Standards compliance and currency of Working With Children Checks.	30/06/2025	01/07/2021
5.1.9	Develop and rollout the Regional and Rural Liveability Strategy in partnership with State Government and South West Primary Care Partnership.	30/06/2025	01/07/2021

Objective 2

ENGAGED & INFORMED COMMUNITY: Council will ensure ongoing community engagement to identify changing needs and priorities when developing and delivering services and programs.

Action Code	Action Name	Due Date	Start Date
5.2.1	Improve accessibility, transparency and accountability of Council decision-making.	30/06/2022	01/07/2021
5.2.2	Monitor and report on the reach and effectiveness of Council's communications measures.	30/06/2022	01/07/2021
5.2.3	Produce the annual State of the Assets Report that identifies the asset renewal funding performance to inform renewal expenditure.	30/06/2022	01/07/2021

5.2.4	Review adopted Asset Management Plans for major asset classes to inform operational activities.	30/06/2022	01/07/2021
5.2.5	Review strategies and plans to comply with Council's Asset Management Policy.	30/06/2022	01/07/2021
5.2.6	Provide communications support to promote Council services, facilities, programs and events.	30/06/2022	01/07/2021

Objective 3

CUSTOMER-FOCUSED SERVICES: Council will continue and develop a program of Council services that are delivered to the community's satisfaction.

Action Code	Action Name	Due Date	Start Date
5.3.1	Review and update Council's complaint handling policy and processes in line the Local Government Act changes and Ombudsman's guidelines.	30/06/2022	01/07/2021
5.3.2	Improve outcomes in the delivery of Council's customer services.	30/06/2022	01/07/2021
5.3.3	Deliver library customer programs in partnership with community organisations, non-government organisations and business.	30/06/2025	01/07/2021
5.3.4	Develop and influence strategic integrated planning process and decisions to ensure Council strategy is appropriately prioritised and executed.	30/06/2022	01/07/2021

Objective 4

HIGH-PERFORMANCE CULTURE: Council will foster an organisational culture to support engaged, committed and high-performing staff for the effective delivery of Council's services and programs.

Action Code	Action Name	Due Date	Start Date
5.4.1	Prepare and develop appropriate service and organisational review processes to maximise operational efficiency.	30/06/2022	01/07/2021
5.4.2	Support an organisational approach to strategic procurement to ensure effective operational decision making that improves organisational performance.	30/06/2022	01/07/2021
5.4.3	Review and improve human resource operational processes to ensure best practice.	30/06/2022	01/07/2021
5.4.4	Enhance organisational awareness of Victoria's Child Safe Standards.	30/06/2022	01/07/2021
5.4.5	Continue to evolve the staff training and development programs in order to drive enhanced employee engagement and culture.	30/06/2022	01/07/2021
5.4.6	Implement workplace actions to meet the requirements of the Gender Equality Act 2020 resulting in improved gender equity outcomes.	30/06/2022	01/07/2021
5.4.7	Support the resourcing of Development Engineering assessments and approvals.	30/06/2022	01/07/2021

5.4.8	Develop a Workforce Management Plan which will include an approach to attracting and enhancing work-force to the area/region and ensure effective resource planning.	30/06/2022	01/07/2021
5.4.9	Improve systems and structures that facilitate the recruitment and retention of volunteers.	30/06/2022	01/07/2021

Objective 5

ORGANISATIONAL & FINANCIAL SUSTAINABILITY: Council will ensure organisational and financial sustainability through the effective and efficient use of Councils resources and assets.

Action Code	Action Name	Due Date	Start Date
5.5.1	Review and embed the legal and procurement processes to ensure compliance and risk mitigation and that Council is operationally effective.	30/06/2022	01/07/2021
5.5.2	Review Council's property management processes, including for Crown land that Council is the Committee of Management for, with consideration of rental agreements, property and current market valuations and disposal of surplus land.	30/06/2022	01/07/2021
5.5.3	Allocate financial resources in accordance with strategic plans.	30/06/2022	01/07/2021
5.5.4	Review and update the Long Term Financial Plan to ensure Council remains financially sustainable into the future.	30/06/2022	01/07/2021
5.5.5	Enhance business processes including IT systems integration.	30/06/2022	01/07/2021
5.5.6	Improve digital capacity for Council staff.	30/06/2022	01/07/2021
5.5.7	Monitor asset condition to ensure they meet users' needs and remain fit for purpose.	30/06/2022	01/07/2021
5.5.8	Implement COVID-19 recovery plans for Council business units.	30/06/2022	01/07/2021
5.5.9	Recommence rollout of Shared Services Project	30/06/2025	01/07/2021

Objective 6

RISK MITIGATION: Council will mitigate and manage organisational risks through sound management systems and processes.

Action Code	Action Name	Due Date	Start Date
5.6.1	Review the IT Strategy and system resilience in relation to data security, confidentiality and critical incidents.	30/06/2022	01/07/2021
5.6.2	Assist development of Victorian Protective Data Security Plan and lodging of attestation to Office of the Victorian Information Commissioner.	30/06/2022	01/07/2021
5.6.3	Ensure effective Business Continuity Planning (BCP) is in place.	30/06/2022	01/07/2021
5.6.4	Enhance Councils risk management processes to ensure key strategic and operational decision making considers risk factors.	30/06/2022	01/07/2021

5.6.5	Continue the development and implementation of Councils Health and Safety Management System with a focus on injury prevention, improved return-to-work processes, OHS training calendar implementation and increased organisation engagement.	30/06/2022	01/07/2021
5.6.6	Partner with State Government to activate and maintain Public Health Pandemic and Emergency Management Operations for staff and community wellbeing.	30/06/2022	01/07/2021

Objective 7

EFFECTIVE ADVOCACY: Council will pursue effective advocacy by providing compelling materials for desired support and funding for community priorities through establishing strong relationships with other levels of government, strategic partners and key stakeholders.

Action Code	Action Name	Due Date	Start Date
5.7.1	Provide materials to support advocacy efforts and report on advocacy outcomes.	30/06/2022	01/07/2021
5.7.2	Advocate for access to safe and secure housing that is appropriate and affordable for a diversity of needs.	30/06/2022	01/07/2021

Objective 8

REGIONAL ROLE & RELATIONSHIPS: Council will acknowledge Warrnambool's capability as the regional centre of south-west Victoria through appropriate leadership, advocacy and partnerships that enable greater opportunity for the region.

Action Code	Action Name	Due Date	Start Date
5.8.1	Participate in shared services project - for a shared Information technology enterprise system and associated processes - with Moyne and Corangamite shires.	30/06/2022	01/07/2021
5.8.2	Pursue funding for animal shelter redevelopment in collaboration with surrounding municipalities to facilitate a regional facility if appropriate.	30/06/2022	01/07/2021
5.8.3	Participate in advocacy efforts as part of Regional Cities Victoria, Regional Capitals Australia and Great South Coast Group of Councils.	30/06/2025	01/07/2021



WARRNAMBOOL
CITY COUNCIL

Warrnambool City Council
PO Box 198 Warrnambool VIC 3280
Tel: 5559 4800
Email: contact@warrnambool.vic.gov.au
www.warrnambool.vic.gov.au
City Assist customer service
25 Liebig Street Warrnambool 8.30am – 5pm

The annual Council Budget outlines the major initiatives to be funded each year in order to deliver the Council Plan.

For a copy of the current documents go to www.warrnambool.vic.gov.au or call 5559 4800.